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# KEY TEXTS FROM PENTAGON'S VIET STUDY

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Following are the texts of key parts of the Pentagon's study of the Vietnam situation from December, 1963, through the Tonkin Gulf incidents of August, 1964, and its aftermath. Except where the documents are printed verbatim, typographical errors corrected.

## McNamara Report to Johnson On the Situation in Saigon in '63

Memorandum, "Vietnam Situation," from Secretary of Defense Robert S. McNamara to President Lyndon B. Johnson, Dec. 21, 1963.

In accordance with your request this morning, this is a summary of my conclusions after my visit to Vietnam on December 19-20.

1. Summary. The situation is very disturbing. Current trends, unless reversed in the next 2-3 months, will lead to neutralization at best and more likely to a Communist-controlled state.

2. The new government is the greatest source of concern. It is indecisive and drifting. Although Minh states that he, rather than the Committee of Generals, is making decisions, it is not clear that this is actually so. In any event, neither he nor the Committee are experienced in political administration and so far they show little talent for it. There is no clear concept on how to re-shape or conduct the strategic hamlet program; the Province Chiefs, most of whom are new and inexperienced, are receiving little or no direction because the generals are so preoccupied with essentially political affairs. A specific example of the present situation is that General [name illegible] is spending little or no time commanding III Corps, which is in the vital zone around Saigon and needs full-time direction. I made these points as strongly as possible to Minh, Don, Kim, and Tho.

3. The Country Team is the second major weakness. It lacks leadership, has been poorly informed, and is not working to a common plan. A recent example of confusion has been conflicting USOM and military recommendations both to the Government of Vietnam and to Washington on the size of the military budget. Above all, Lodge has virtually no official contact with Harkins. Lodge sends in reports with major military implications without showing them to Harkins, and does not show Harkins important incoming traffic. My impression is that Lodge simply does not know how to conduct a coordinated administration. This has, of course, been stressed to him both by Dean Rusk and myself.

(and also by John McCone), and I do not think he is consciously rejecting our advice; he has just operated as a loner all his life and cannot readily change now.

Lodge's newly-designated deputy, David Nes, was with us and seems a highly competent team player. I have stated the situation frankly to him and he has said he would do all he could to constitute what would in effect be an executive committee operating below the level of the Ambassador.

As to the grave reporting weakness, both Defense and CIA must take major steps to improve this. John McCone and I have discussed it and are acting vigorously in our respective spheres.

4. Viet Cong progress has been great during the period since the coup, with my best guess being that the situation has in fact been deteriorating in the countryside since July to a far greater extent than we realized because of our undue dependence on distorted Vietnamese reporting. The Viet Cong now control very high proportions of the people in certain key provinces, particularly those directly south and west of Saigon. The Strategic Hamlet Program was seriously over-extended in those provinces, and the Viet Cong has been able to destroy many hamlets, while others have been abandoned or in some cases betrayed or pillaged by the government's own Self Defense Corps. In these key provinces, the Viet Cong have destroyed almost all major roads, and are collecting taxes at will.

As remedial measures, we must get the government to re-allocate its military forces so that its effective strength in these provinces is essentially doubled. We also need to have major increases in both military and USOM staffs, to sizes that will give us a reliable, independent U.S. appraisal of the status of operations. Thirdly, realistic pacification plans must be prepared allocating adequate resources to government-controlled areas and work out from there.

This glaringly I capital as accomplish Started w Situation areas is not seem particularly in recent months. General Harkins still hopes these areas may be made reasonably secure by the latter half of next year.

In the gloomy southern picture, an exception to the trend of Viet Cong success may be provided by the possible adherence to the government of the Cao Dai and Hoa Hao sects, which total three million people and control key areas along the Cambodian border. The Hoa Hao have already made some sort of agreement, and the Cao Dai are expected to do so at the end of this month. However, it is not clear that their influence will be more than neutralized by these agreements, or that they will in fact really pitch in on the government's side.

5. Infiltration of men and equipment from North Vietnam continues using (a) land corridors through Laos and Cambodia; (b) the Mekong River waterways from Cambodia; (c) some possible entry from the sea and the tip of the Delta. The best guess is that 1000-1500 Viet Cong cadres entered South Vietnam from Laos in the first nine months of 1963. The Mekong route (and also the possible sea entry) is apparently used for heavier weapons and ammunition and raw materials which have been turning up in increasing numbers in the south and of which we have captured a few shipments.

To counter this infiltration, we reviewed in Saigon various plans providing for cross-border operations into Laos. On the scale proposed, I am quite clear that these would not be politically acceptable or even militarily feasible. We must immediately U-2 mapping of the whole Laos and Cambodian border, and this we are preparing on an urgent basis.